

Sustainable Homes, Sustainable Communities

Stratford-on-Avon District Housing Strategy action plan 2021-2026

Review & progress as at 31 January 2022 incl. revised dates agreed by The Cabinet 11 April 2022



Council Plan
Declaration of Climate Emergency
Local Development Scheme

Stratford-on-Avon District Council

Safer South Warwickshire Community Safety Partnership
Social Inclusion Statement
Health and Wellbeing Strategy



Aim 1

To support communities and build sustainable affordable homes.

- Delivery of the Housing Strategy
- Housing research
- Using evidence to inform other strategies and plans including local development plans.
- Building the right number and type of affordable homes including specialised housing
- Enabling communities to meet their own local housing needs
- Gypsy & Traveller sites
- Housing related support
- Tenancy strategy and policy

Aim 2

To improve existing housing and help people live independently.

- Warm homes
- Fuel poverty
- Adaptations for people with disabilities
- Serious disrepair
- Assistive technology / dementia
- Housing standards
- Educating tenants and landlords
- Enforcement action
- Houses in Multiple Occupation
- Proactive inspections
- Empty homes

Aim 3

To prevent homelessness and reduce the harm caused by it.

- Housing waiting list
- Housing benefit and Discretionary Housing Payments
- Housing options, preventing homelessness, people with complex and multiple needs, accessing private rented accommodation
- Temporary accommodation including bed and breakfast
- Single homeless people and people who sleep rough
- Young people and care leavers

Housing Strategy Action Plan

Notes on reading the Action Plan

- SDC = Stratford-on-Avon District Council.
- **All actions are strategic** i.e. they are not detailed operational plans. There is a proposal to merge Stratford-on-Avon District Council and Warwick District Council (WDC). Nothing in this action plan hinders SDC and WDC joint working – some already happens. WDC has its own housing strategies and policies; it has drafted and agreed some very recently. Both Councils are preparing a Joint South Warwickshire Local Plan i.e. a development plan for SDC and WDC area.
- This action plan does not duplicate actions contained in other Stratford-on-Avon District Council strategic plans and other organisations' plans.
- Tackling **climate change** underpins actions across all three aims of the strategy e.g. building sustainable affordable homes or installing energy efficiency measures in existing housing, and as such is not a separate action.
- The resources column has a list of main contributors (not necessarily headed by the 'lead' agency) but also includes key materials and some funding sources. The list relates to the action not the milestones / targets. The progress column will be completed when the action plan is reported and reviewed by the Cabinet.
- **'Report'** means the production of a formal written report or information sheet to be considered by the appropriate committee or meeting or persons.
- **'Agree'** means agreement at the appropriate level (e.g. portfolio holder, committee or group), with a written record of the decision (e.g. minutes of a meeting making a clear reference to the document agreed).
- **'Review'** can mean anything from a focused discussion through to research and consultation leading to a formal report. The scale of the review should be appropriate to the action, but all reviews must have a recorded outcome (what considered, findings, recommendations or decisions, who involved, date) to allow for transparency, auditing and progress monitoring.
- **'Annual' or 'financial year' refers to the period from the beginning of April to the end of March the following year.**

Aim 1 To support communities and build sustainable affordable homes.

Action		Resources	Milestones or targets	Progress
1.	Monitor the impact of the Housing Strategy and update the action plan.	SDC, Stratford-on-Avon District Housing Forum, development partners.	<ol style="list-style-type: none"> 1. Report (twice yearly) on the progress made against each action in this Strategy including risks to implementation. 2. Review and amend the action plan (at least annually) to take account of changing circumstances. 3. Agree and complete (by annual government deadline) Local Authority Housing Statistics return to government to help secure resources. 	<p>Green</p> <p>Green</p> <p>Green</p>
2.	Maintain an up to date understanding of local housing circumstances to support and inform the delivery of this Housing Strategy and development plans.	SDC, Stratford-on-Avon District Housing Forum, development partners, Homes England' Warwick District Council. External data, research and information.	<ol style="list-style-type: none"> 1. Review (by July 2022 and then annually) the research and evidence required to build homes, improve existing homes and provide effective housing services. Use this evidence to inform other strategies, plans and policies. 2. Draft, review and implement land use planning documents (by set timescales) to ensure the level, type, distribution and specification of market and affordable housing meets people's housing needs and achieves balanced housing markets. 	<p>Green</p> <p>Green</p>
3.	Continue to enable the right amount and type of affordable homes and ensure that they are available to all households who cannot afford or access suitable market housing.	<p>SDC / Affordable Housing Working Group, development partners, associations. Community Led Housing Fund.</p> <p>SDC <i>Housing Investment Panel</i>, partner housing associations, Homes England.</p>	<ol style="list-style-type: none"> 1. Review (by June 2022 and then at least annually) the tenure, type and size of affordable homes required, including custom/self-build, in light of ongoing changes to housing, planning, social and economic policies. 2. Report (by November 2021 and then at least annually) on the affordable homes completed in the previous financial year, the future delivery of affordable homes and significant emerging issues. 	<p>Green</p> <p>Achieved 2021</p>

Aim 1 To support communities and build sustainable affordable homes.

Action		Resources	Milestones or targets	Progress
3.	<p><i>continued</i></p> <p>Continue to build the right amount and type of affordable homes and ensure that they are available to all households who cannot afford or access suitable market housing.</p>		<p>3. Review & agree the affordable housing delivery plan (at least quarterly) with development partners & Homes England.</p> <p>4. Review (by December 2021 and then at least annually) the use of commuted sums to deliver affordable homes.</p> <p>5. Provide (by July 2022 and then at least every 18 months) training for members about the delivery of affordable homes.</p>	<p>Green</p> <p>Achieved 2021</p> <p>Green</p>
4.	<p>Continue to encourage and enable communities to meet their local housing needs.</p>	<p>Planning policies and housing needs surveys.</p> <p>Rural Housing Enabler, SDC, parish councils, local communities.</p> <p>SDC's Affordable Housing Investment Programme, National Affordable Homes Programme and other funding.</p> <p>Housing associations, SDC, Homes England.</p>	<p>1. Facilitate at least 10 community engagement programmes, (local housing needs surveys and or site-canvassing exercises) each year including the promotion of community led housing as defined in the Core Strategy.</p> <p><i>(5 surveys and 11 site canvassing exercises as at Jan 2022)</i></p> <p>2. Report (by November 2021) and then annually on progress on rural housing enabling.</p> <p>3. Facilitate (by September 2022) a rural housing enabling event to promote rural housing.</p> <p>4. Continue to deliver (in line with the Rural Housing Programme Grant Agreement) a rural affordable housing development programme.</p> <p>5. Review (by June 2022) the role of the Rural Housing Enabler.</p>	<p>Achieved 2022 (but ongoing)</p> <p>Not achieved (OSC 5 Jan. 2022)</p> <p>Green</p> <p>Green</p> <p>Green</p>

Aim 1 To support communities and build sustainable affordable homes.

Action		Resources	Milestones or targets	Progress
5.	Promote the development of independent living specialized housing with support and or care in accordance with identified needs.	SDC, Warwickshire County Council, Homes England, specialist development and management partners.	<ol style="list-style-type: none"> 1. Assess (by March 2023) the need for additional specialised housing for older people; people with dementia and disabilities including mental ill health, learning disabilities, autism, physical disabilities and sensory impairment; care leavers and people who are homeless or at risk of homelessness. 2. Agree, and if necessary amend, (by September 2023) the milestones below for additional specialised housing. 3. At least three additional Extra Care schemes (by March 2026) incorporating a high proportion of affordable dwellings completed and or newly committed in the District. 4. At least four other additional specialised housing schemes (by March 2026) incorporating a high proportion of affordable dwellings completed and or newly committed in the District. 	<p><i>Revised date</i></p> <p><i>Revised date</i></p> <p>Green</p> <p>Green</p>
6.	Meet the needs of Gypsies and Travellers, and travelling show people, through the provision of well-managed appropriate sites.	SDC, Gypsies and Travellers, Warwickshire County Council.	<ol style="list-style-type: none"> 1. Adopt (in line with the Local Development Scheme timetable) a Gypsy and Traveller and Travelling Showpeople SPD (Supplementary Planning Document). 2. Allocate (in line with the Local Development Scheme timetable) sites through the Local Plan process. 	<p>Green</p> <p>Green</p>

Aim 1 To support communities and build sustainable affordable homes.

Action		Resources	Milestones or targets	Progress
7.	Facilitate a reconfigured range of housing related support services.	SDC, District Housing Forum, Local and voluntary community sector. Housing providers. Warwickshire County Council.	1. Work in partnership to commission and deliver (by July 2023) new support services.	Green
8.	Make best use of affordable housing by reviewing the Tenancy Strategy, and drafting a Tenancy Policy for the Council's affordable homes.	SDC, housing providers.	1. Agree (by July 2022) a revised Tenancy Strategy, and a Tenancy Policy.	<i>Revised date</i>

Aim 2 To improve existing housing and help people live independently.

	Action	Resources	Milestones or targets	Progress
9.	Support a programme to reduce carbon emissions and to help people live comfortably in their homes.	SDC, Orbit Housing Association, Act on Energy, Warm and Well in Warwickshire Partnership. Local Authority Delivery (LAD) grant. Social Housing Decarbonisation Fund Demonstrator. Subsidies and grants to individuals e.g. Green Homes Grants.	1. Work with partners and local communities to complete (by March 2022) at least one project that benefits residents in all tenures and which also improves the energy efficiency of homes. 2. Promote (by July 2022) grants and advice to at least ten communities to help residents in all tenures keep warm and well and which also improves the energy efficiency of homes.	Achieved (but ongoing) Green
10.	Participate in effective programmes of assistance to keep people in their own homes	Better Care / Disabled Facilities Grant funding, learning and funding from other sources. SDC, Warwick DC, HEART Partnership, (Home Environment Assessment & Response Team) Warwickshire County Council, NHS, Age UK.	1. Review, and if appropriate change, (by June 2022 and then annually) countywide work that enables independent living. 2. Implement (by March 2022) the outcomes of the 2021 review of HEART.	Green Achieved

Aim 2 To improve existing housing and help people live as independently as possible.

	Action	Resources	Milestones or targets	Progress
11.	Work with partners to improve standards of accommodation across the District.	Enforcement powers, Landlord Forum and training, National Landlords Association.	<ol style="list-style-type: none"> 1. Review (by November 2021 and then at least twice a year) the Council's Private Sector Housing website to ensure access to services and information. 2. Review (by April 2022 and then annually) the licensable and non-licensable database of houses in multiple occupation. 3. Identify (by July 2022 and then annually) an additional 20 Houses in Multiple Occupation and take appropriate action. 4. Provide advice (by July 2022) to landlords of 20 of the least energy efficient known rented properties i.e. with an Energy Performance Certificate rating of F or G, and take appropriate follow-up action. 	<p>Achieved 2021</p> <p>Achieved 2022</p> <p>Green</p> <p>Green</p>
12.	Deliver a programme of interventions to bring empty homes back into use.	SDC, Empty Dwelling Management Orders. Council Tax.	<ol style="list-style-type: none"> 1. Bring (by March 2022, and then annually) an additional 25 empty properties back into use. 2. Agree (by December 2022) a plan to tackle the growing number of empty homes. 	<p>Green</p> <p>Green</p>

Aim 3: To prevent homelessness and reduce the harm caused by it.

	Action	Resources	Milestones or targets	Progress
13.	Ensure that the housing waiting list for rented accommodation (Home Choice Plus) remains fit for purpose.	SDC, Home Choice Plus Partnership with Bromsgrove and Wyre Forest District Councils, District Housing Forum. Voluntary, community and other public sector organisations.	<ol style="list-style-type: none"> 1. Assess (by October 2021) likely housing waiting list demand and the supply of affordable homes for the next three years. 2. Work with Orbit (by March 2022) to resolve voids in its stock arising from the pandemic. 3. Review (by October 2023) the housing waiting list (Home Choice Plus) and determine whether the Council should continue with the Home Choice Plus Partnership or make alternative arrangements. 4. Work in partnership (by February 2023) to raise awareness of the housing waiting list amongst people who are socially and or digitally excluded including people who sleep rough, people with special needs and Gypsies and Travellers. 	<p>Achieved</p> <p>Green</p> <p><i>Revised date</i></p> <p>Green</p>
14.	Maintain good performance for dealing with housing benefit claims and applications for Discretionary Housing Payments.	SDC, housing associations, private landlords.	<ol style="list-style-type: none"> 1. Meet annual performance targets for time taken to process new claims for housing benefit and changes to claims. <ul style="list-style-type: none"> · 2021-22 target is 17 days. 2. Spend at least 80% of the Discretionary Housing Payment budget each financial year. 	<p>Green</p> <p>Amber</p>

Aim 3: To prevent homelessness and reduce the harm caused by it.

	Action	Resources	Milestones or targets	Progress
15.	Continue to deliver a successful housing options service for all households.	SDC, District Housing Forum, housing associations, NHS. Warwickshire County Council Preventing Homelessness Improving Lives (P.h.i.l.) service. SDC's funding of Orbit's Tenancy Intervention Officer post. SDC's loan/grant HELP scheme to prevent or relieve homelessness	<ol style="list-style-type: none"> 1. Map (by June 2022 and then annually) the homelessness prevention services available across the district. 2. Further develop (by March 2022) a trauma informed approach for people with multiple and complex needs. 3. Agree (by March 2022) a Warwickshire Homelessness Strategy action plan. 4. Assess the need for domestic abuse support and agree (by government deadline) a strategy to meet that need. 5. Report (by June 2022 and then annually) on the causes of homelessness and the work of SDC to prevent homelessness. 6. Establish (by December 2022) an approach to sustaining housing for people with multiple and complex needs. 7. Review (by February 2023) the Tenancy Access Scheme that helps people access private rented accommodation. 8. Review (by March 2023) the trauma informed approach for people with multiple and complex needs. 9. Evaluate (by June 2023) whether rehoused households benefit from continued support. 	<p><i>Revised date</i></p> <p>Amber</p> <p>Achieved</p> <p>Achieved</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>

Aim 3: To prevent homelessness and reduce the harm caused by it.

Action		Resources	Milestones or targets	Progress
16.	Ensure that the temporary accommodation and service for homeless households provides value for money, and is suitable and of good quality.	SDC, Coventry Cyrenians and other housing associations and partners.	<ol style="list-style-type: none"> 1. Evaluate, and if appropriate redesign, (by December 2021) the existing non-bed and breakfast temporary accommodation and support for single people and families. 2. Agree (by April 2022) a plan to reduce the use of bed and breakfast accommodation. 3. End (by March 2025) the routine use of bed and breakfast for emergency accommodation. 	<p>Achieved</p> <p>Achieved</p> <p>Green</p>
17.	Improve accommodation and support options (including emergency access provision) for single homeless people and people who sleep rough.	SDC, Spring Housing, P3 other providers, District Housing Forum, Warwickshire County Council, Housing First. Government's Rough Sleeper Initiative. Everyone In.	<ol style="list-style-type: none"> 1. Identify (by September 2021) housing pathways, including move-on accommodation, for single people. 2. Review (by December 2021) temporary accommodation units to assess whether some can be used for supported housing. 3. Commission (by January 2022) a revised temporary accommodation and support offer for single people (non-statutory). 4. Review (by February 2023) the effectiveness of the Housing First service for people with complex needs. 5. Review (by December 2021 and then annually) the Council's Rough Sleeper Action Plan. 6. Review (by May 2023) the effectiveness of the outreach service to people sleeping rough. 	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p><i>Revised date</i></p> <p>Achieved 2021</p> <p><i>Revised date</i></p>

Aim 3: To prevent homelessness and reduce the harm caused by it.

Action		Resources	Milestones or targets	Progress
17.	<i>Continued:</i> Improve accommodation and support options (including emergency access provision) for single homeless people and people who sleep rough.	SDC, Spring Housing, P3 other providers, District Housing Forum, Warwickshire County Council, Housing First. Government's Rough Sleeper Initiative. Everyone In.	7. Assess (by September 2023 and then annually) the effectiveness and impact of the Fred Winter Centre on homeless people and the community.	<i>Revised date</i>
18.	Improve emergency access accommodation, longer-term accommodation and support for homeless young people including vulnerable 16 or 17 year olds and care leavers aged 16-24 years.	Doorway, Warwickshire County Council People group, Orbit Heart of England Housing Association, potential providers, SDC, District Housing Forum.	1. Establish (by September 2022) the housing and support needs of young people and care leavers in the district.	Green